

Dialog  
12/2003

Your SELECT statement is:  
s leadsourcel or (axel(2n)schultze)

Items	File
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1	10: AGRICOLA_70-2003/Nov
1	16: Gale Group PROMT(R)_1990-2003/Dec 22
2	20: Dialog Global Reporter_1997-2003/Dec 22
Examined 50 files	
Examined 100 files	
1	148: Gale Group Trade & Industry DB_1976-2003/Dec 19
Examined 150 files	
4	225: DIALOG(R):Domain Names
1	262: CBCA Fulltext_1982-2003/Dec
Examined 200 files	
1	348: EUROPEAN PATENTS_1978-2003/Dec W02
Examined 250 files	
4	416: DIALOG COMPANY NAME FINDER(TM)_2003/NOV
Examined 300 files	
2	476: Financial Times Fulltext_1982-2003/Dec 22
1	494: St LouisPost-Dispatch_1988-2003/Dec 21
1	518: D&B-Int.Dun's Market Identifiers(R)_2003/Aug
Examined 350 files	
1	570: Gale Group MARS(R)_1984-2003/Dec 22
Examined 400 files	
2	613: PR Newswire_1999-2003/Dec 22
1	634: San Jose Mercury_Jun 1985-2003/Dec 20
1	636: Gale Group Newsletter DB(TM)_1987-2003/Dec 22
2	638: Newsday/New York Newsday_1987-2003/Dec 21
1	641: Rocky Mountain News_Jun 1989-2003/Dec 19
Examined 450 files	
1	702: Miami Herald_1983-2003/Dec 19
1	703: USA Today_1989-2003/Dec 19
1	707: The Seattle Times_1989-2003/Dec 21
1	713: Atlanta J/Const._1989-2003/Dec 21
1	714: (Baltimore) The Sun_1990-2003/Dec 22
2	727: Canadian Newspapers_1990-2003/Dec 22
1	733: The Buffalo News_1990-2003/Dec 20
1	739: The Fresno Bee_1990-2003/Dec 19
1	740: (Memphis)Comm.Appeal_1990-2003/Dec 20
Examined 500 files	
1	781: ProQuest Newsstand_1998-2003/Dec 22
Examined 550 files	
2	993: NEWSROOM 2002

28 files have one or more items; file list includes 554 files.

8/11/03

Set	Items	Description
S1	40	LEADSOURCE1 OR (AXEL(2N)SCHULTZE)
S2	35	RD (unique items)
S3	14	S2 AND LEAD? <i>-kurt</i>
File 10:	AGRICOLA 70-2003/Nov	(c) format only 2003 The Dialog Corporation
File 16:	Gale Group PROMT(R) 1990-2003/Dec 22	(c) 2003 The Gale Group
File 20:	Dialog Global Reporter 1997-2003/Dec 22	(c) 2003 The Dialog Corp.
File 148:	Gale Group Trade & Industry DB 1976-2003/Dec 19	(c)2003 The Gale Group
File 225:	DIALOG(R):Domain Names	(c) 2003 Dialog & SnapNames.
File 262:	CBCA Fulltext 1982-2003/Dec	(c) 2003 Micromedia Ltd.
File 348:	EUROPEAN PATENTS 1978-2003/Dec W02	(c) 2003 European Patent Office
File 416:	DIALOG COMPANY NAME FINDER(TM) 2003/NOV	(c) 2003 DIALOG INFO.SVCS.
File 476:	Financial Times Fulltext 1982-2003/Dec 22	(c) 2003 Financial Times Ltd
File 494:	St LouisPost-Dispatch 1988-2003/Dec 21	(c) 2003 St Louis Post-Dispatch
File 518:	D&B-Int.Dun's Market Identifiers(R) 2003/Aug	(c) 2003 Dun & Bradstreet
File 570:	Gale Group MARS(R) 1984-2003/Dec 22	(c) 2003 The Gale Group
File 613:	PR Newswire 1999-2003/Dec 22	(c) 2003 PR Newswire Association Inc
File 634:	San Jose Mercury Jun 1985-2003/Dec 20	(c) 2003 San Jose Mercury News
File 636:	Gale Group Newsletter DB(TM) 1987-2003/Dec 22	(c) 2003 The Gale Group
File 638:	Newsday/New York Newsday 1987-2003/Dec 21	(c) 2003 Newsday Inc.
File 641:	Rocky Mountain News Jun 1989-2003/Dec 19	(c) 2003 Scripps Howard News
File 702:	Miami Herald 1983-2003/Dec 19	(c) 2003 The Miami Herald Publishing Co.
File 703:	USA Today 1989-2003/Dec 19	(c) 2003 USA Today
File 707:	The Seattle Times 1989-2003/Dec 21	(c) 2003 Seattle Times
File 713:	Atlanta J/Const. 1989-2003/Dec 21	(c) 2003 Atlanta Newspapers
File 714:	(Baltimore) The Sun 1990-2003/Dec 22	(c) 2003 Baltimore Sun
File 727:	Canadian Newspapers 1990-2003/Dec 22	(c) 2003 Southam Inc.
File 733:	The Buffalo News 1990- 2003/Dec 20	(c) 2003 Buffalo News
File 739:	The Fresno Bee 1990-2003/Dec 19	(c) 2003 The Fresno Bee
File 740:	(Memphis)Comm.Appeal 1990-2003/Dec 20	(c) 2003 The Commercial Appeal
File 781:	ProQuest Newsstand 1998-2003/Dec 22	(c) 2003 ProQuest Info&Learning
File 993:	NEWSROOM 2002	(c) 2003 The Dialog Corp.

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Your SELECT statement is:  
s leadsource1

Items	File
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Examined 50 files	
Examined 100 files	
Examined 150 files	
4	225: DIALOG(R):Domain Names
Examined 200 files	
Examined 250 files	
Examined 300 files	
Examined 350 files	
Examined 400 files	
Examined 450 files	
Examined 500 files	
Examined 550 files	

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1 file has one or more items; file list includes 554 files.

4/9/3 (Item 1 from file: 16)  
DIALOG(R) File 16:Gale Group PROMT(R)  
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05238397 Supplier Number: 47986808 (THIS IS THE FULLTEXT)  
**ErgoTech Ships WebLeader Lead Distributor 2.0; Harnesses Web as Powerful  
Sales, Marketing and Customer Service Vehicle**

PR Newswire, p917NEW011

Sept 17, 1997

Language: English Record Type: Fulltext

Document Type: Newswire; Trade

Word Count: 1003

TEXT:

WebLeader Smart Internet Switchboard Technology Offers  
Intelligent Routing for Web-Based Requests

Sales Force Automation Expo Booth # 1316

SALES FORCE AUTOMATION EXPO/SAN JOSE, Sept. 17 /PRNewswire/ --

ErgoTech today announced the availability of its second-generation WebLeader Lead Distributor 2.0, which allows companies to automatically route inquiries or requests from any Web site to the appropriate people within a sales, customer service or order processing department for quick action. Based on WebLeader Smart Internet Switchboard Technology, a sophisticated rules-based engine, WebLeader Lead Distributor receives, assigns and routes requests from an Internet site to the appropriate person within an organization, harnessing the power of the Web as an effective sales, marketing and customer service channel.

Information entered by the **customer** into a WebLeader **Lead** Distributor on-line form is routed based upon a set of customer-defined rules which are easily configured from a Web browser. For example, a new prospect inquiring about a particular product could be automatically routed to the appropriate regional salesperson, while an inquiry from a major target account could be routed to the VP of Sales for priority treatment. In addition, WebLeader Lead Distributor is designed to send customizable, context-sensitive e-mail responses, which can contain attachments based upon the individual's request. WebLeader Lead Distributor 2.0 interfaces to a variety of applications, such as Lotus Notes Mail, Symantec ACT! for Notes, MFJ OverQuota, and Microsoft Access. Lead Distributor also works with multiple platforms including HTML, e-mail, ASCII, dbf or any customized database. WebLeader Lead Distributor works together with ErgoTech's WebLeader E-Mailroom to provide a total e-mail and web-form response management solution.

Maximizing Business Potential of the Web WebLeader is a leading solution in the Response Management Systems (RMS) category. RMS are defined as solutions that enable effective Web-based business processes by ensuring timely human involvement. The value of ErgoTech's WebLeader family stems from the fact that, while Web sites have the capability to become a powerful business service asset, most corporate Web sites are not maximizing their potential. In fact, many inquiries received by companies via their Web sites go unanswered or are not responded to in a timely manner. An impromptu study by The Wall Street Journal last October revealed that only three of 24 major corporations contacted via their Web sites adequately answered an inquiry within a day; two took two weeks to transmit a reply, while others sent stock answers that failed to address the inquiry.

"Companies need to realize that Web generated requests are an enterprise-wide responsibility just like phone calls," says Joyce Graff, Research Director, Intranets & Electronic Workplace at Gartner Group. "The way a company processes and organizes these inquiries is not only crucial to meeting their customers' expectations, but also to the way they conduct and expand on existing business opportunities, generate new business and gain valuable customer feedback."

ErgoTech president Sanford Cohen feels that more emphasis needs to be placed on the way companies handle and respond to Web-based business inquiries, but says that to be truly effective, a company must incorporate human involvement in these otherwise static processes. "Companies are quickly discovering the tremendous business opportunities that are being generated by the Web," Cohen said. "However, companies need to remember that regardless of the way a customer chooses to interact, they still

prefer personalized, immediate attention. That's why we've designed our WebLeader products to maximize human participation rather than eliminate it. This is key to creating effective response management systems for the Web."

**WebLeader Product Family** In addition to WebLeader Lead Distributor, ErgoTech also offers WebLeader Request Manager and WebLeader E-Mailroom. Currently available for beta testing, WebLeader Request Manager helps companies implement forms-based request systems easily on their internal and external Web sites. Company employees, partners and customers can submit requests such as purchase orders, expense reports and seminar registrations using customizable, on-line forms.

**WebLeader E-Mailroom** is a Web-based, e-mail routing application that quickly responds to and routes inquiries posted to a Web site. WebLeader E-Mailroom forwards any free-form e-mail message to the correct party automatically by Internet e-mail. Announced at PC Expo in June, WebLeader E-Mailroom is now commercially available starting at \$1495; but for a **limited time** the special show price is \$995.

#### **Pricing and Availability**

**WebLeader Lead Distributor 2.0** is available now through ErgoTech's network of worldwide business partners for a suggested starting price of \$4995. Please visit the ErgoTech Web site at [www.ergo-tech.com](http://www.ergo-tech.com), send an e-mail request to [ergomail@ergo-tech.com](mailto:ergomail@ergo-tech.com) or call at 1-800-289-9801 for additional WebLeader pricing and product information.

**System Requirements** WebLeader Lead Distributor 2.0 requires a Lotus Domino release 4.5 server or greater running OS/2 Warp or Windows NT. For clients not currently using Domino, ErgoTech and their partners offer remote hosting services that can be integrated with their current Web site.

About ErgoTech Founded in 1989, ErgoTech is a leader in developing applications that automate complex business processes utilizing corporate intranets, extranets and the Internet. The company focuses on the development and marketing of Web-based Response Management Systems and related consulting services. ErgoTech's WebLeader product family is marketed primarily through ErgoTech's network of worldwide business partners including IBM Global Services, IBM Sales Transformation, Interliant, CrossRoad Partners, Market Contact Software, System Arts, Momentum, Integro, MFJ International, Tribal Tech, Kinderhook, I-Way Solutions, Gimlet Group, Solsource, xnet, DPI Services, David Shore Consulting, Synergistics and Rave. ErgoTech has formed strategic agreements with companies such as Symantec, Interliant and IBM Global Services, and is a Lotus Premium **Business** Partner.

**NOTE:** ErgoTech, WebLeader **Lead** Distributor, WebLeader Request Manager and WebLeader E-Mailroom are trademarks of ErgoTech. Lotus and Lotus Notes are registered trademarks and Notes and Domino are trademarks of Lotus Development Corp. All other company names are trademarks of their respective companies.

SOURCE ErgoTech

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/CONTACT: Sanford Cohen of ErgoTech, 212-741-1720, [scohen@ergo-tech.com](mailto:scohen@ergo-tech.com), or Chris McCain of Lois Paul & Partners, 617-238-5712, [chris\\_mccoin@lpp.com/](mailto:chris_mccoin@lpp.com/)

CO: ErgoTech  
ST: California  
IN: CPR MLM  
SU: PDT

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4849 09/17/97 10:59 EDT <http://www.prnewswire.com>  
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3/9/24 (Item 2 from file: 810)  
DIALOG(R) File 810:Business Wire  
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0310219 BW647

**NTWK SOFTWARE ASSOC: Bert Ott joins Network Software Associates as director of reseller channels; company establishes new third-party reseller sales program**

December 14, 1992

Byline: Business Editors & Computer Writers  
Dateline: LAGUNA HILLS, Calif.  
Time: 06:02 PT  
Word Count: 397

LAGUNA HILLS, Calif.--(BUSINESS WIRE)--Network Software Associates Inc. (NSA) Monday announced that sales/marketing veteran Bert R. Ott has joined the company in the newly created position of director of reseller channels.

NSA, a leading supplier of PC-to-mainframe and PC-to-midrange connectivity products, also announced the establishment of a new reseller sales channel and business partnering program for the United States and Canada. Until now, the company has sold in the U.S. through an extensive direct sales force, while using international distributors and partners in Canada, Europe and Australia.

Since 1985, Ott has served as vice president of sales and marketing for Local Area Network (LAN) supplier Gateway Communications Inc. Prior to that, he was western regional sales manager for the minicomputer maker Computer Automation. His 28-year career in the industry has also included sales/marketing positions at RCA Data Services, Microtech Data Systems and Teletype Corp.

"Bert brings an impressive background in third-party marketing of internetworking products," said Earl D. Jacobs, NSA's chairman of the board. "This extensive experience will prove invaluable in the execution of our ambitious new reseller channel strategies."

Ott will be responsible for recruiting, establishing and managing third-party Value-Added Resellers (VARs) and systems integrators for NSA's product lines. "Our focus will be on PC and LAN-oriented resellers such as Novell NetWare resellers, IBM AS/400 midrange systems integrators and AS/400 application developers," said Ott.

NSA's aggressive new business partnering program offers resellers semi-exclusive geographical areas, substantial price discounts, product promotions and incentives, free sales literature, pull-through marketing support, sales lead generation and distribution, product training and technical support and free access to NSA's in-house AS/400 midrange computer installation.

NSA offers a wide range of easy-to-use connectivity products allowing standalone and LAN-connected PC's to access applications and information on IBM mainframes and AS/400 systems for efficient client-server computing.

The company supplies Systems Network Architecture (SNA) client software for all popular desktop operating systems, including DOS, Windows and OS/2, and supports all major network connections such as NetWare, NetWare for SAA, NetWare Lite, LanTastic, Vines, LAN Manager, NetBIOS and 802.2. NSA also offers multiprotocol gateway server products and communications controllers for local and wide-area connectivity applications.

Network Software Associates is a PC connectivity pioneer founded in 1980. The company has headquarters at 39 Argonaut, Laguna Hills, Calif., 92656. Phone: 714/768-4013 or 800/352-3270.

CONTACT: Network Software Associates Inc., Laguna Hills  
Kelly Williams, 800/352-3270

2/9/19 (Item 2 from File: 16)  
DIALOG(R) File 16:Gale Group PROMT(R)  
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06689571 Supplier Number: 55971192 (THIS IS THE FULLTEXT)  
**Small Mortgage Companies Find New Competitive Edge with Web Tools From  
eborrower.com and ONSITE! Technology.**

Business Wire, p0425

Oct 4, 1999

Language: English Record Type: Fulltext

Document Type: Newswire; Trade

Word Count: 774

TEXT:

PORTLAND, Ore.--(BUSINESS WIRE)--Oct. 4, 1999--

ONSITE! Technology Inc., a leading Northwest interactive media firm, and eborrower.com, a Vancouver based marketer of mortgage brokerage services, have teamed to develop a suite of Web-based mortgage tools to allow smaller mortgage originators to compete more effectively with larger counterparts via the Internet.

The eborrower suite provides an efficient way for customers to apply for the overall process of securing mortgage loans nationwide using the licensed service.

The tools developed by ONSITE! Technology Inc. and eborrower.com enable individual mortgage brokers to host online brokerage technologies from their web sites to speed the transaction of mortgage applications. The suite of four tools gives mortgage brokers the administrative functions necessary to transact loans online in a cost-effective and time-sensitive way.

The following tools can be licensed as a suite or individually:

-- Interactive Web Site -- This program allows mortgage companies to easily set up and maintain their own home pages, company profile pages, contact forms, industry links pages, and terms and definitions pages. Using a web browse, companies can easily customize a site's design to incorporate logos and other design elements to match the lender's corporate identity. It also includes an intuitive menu system for accessing the other programs. -- Secure, Web-based Loan Application Forms -- Mortgage brokers post application forms to their personal sites. Once borrowers submit completed applications, the information is directly imported into almost any mortgage processing software, including Point, Genesis, or Contour. -- Unique, Customizable Information Page -- This Internet application provides mortgage brokers the ability to instantaneously provide market updates, daily commentary, and industry advice to their personal sites. The information is updated via the convenience of the broker's desktop and does not require a web master to post the information. -- InstaCalc Loan Calculator -- This tool allows users accessing a broker's site to instantly calculate monthly payments based on current interest rates and other variables in a spreadsheet format. -- Immediate Interest Rate Listing -- This application provides

brokers with the ability to quickly and easily make changes to loan rate quotes, including APR (annual percentage rate) online.

"We are lowering the barriers for small mortgage originators to take advantage of the booming opportunity in e-commerce," said Steve Lindell, president of eborrower.com. "By offering these tools through an affordable licensing arrangement, we can help level the playing field for the little guys by giving them a strong foothold on the Web without the risks and high cost of customized development or hardware investment."

Duane Doran, president of ONSITE! Technology, adds: "By licensing the ready-to-apply tools from ONSITE! Technologies and eborrower.com, brokers are investing in tested technologies to better interact with their customers. Brokers could easily spend thousands of dollars to design and implement similar tools independently. In addition, ONSITE! hosts the Web services for them, alleviating the need to purchase and upgrade server equipment."

These online tools can be purchased as a set or individually.

Mortgage brokers can license the entire suite or license individual tools for a cost dramatically lower than developing these functions on their own.

In utilizing these online mortgage tools, brokers can increase efficiency by removing the need for a loan officer and reduce their internal processing time, as the customers are filling in the application information themselves. In doing so, customers experience a reduced time-investment and gain more accurate reporting of financial information. The broker then immediately proceeds to the wholesale lenders to complete the loan process.

"eborrower.com provided us an excellent opportunity to cost-effectively make the Internet a part of our marketing strategy. The full function web tools for online lending allow our customers a choice of origination processes," said Eric Waller, president of Star Mountain Home Funding in Portland Oregon. "The eborrower suite is ideal for providing efficient and cost effective loans on the Internet."

About ONSITE! Technology

ONSITE! Technology Inc. is a leading interactive media firm with a reputation in the financial markets for combining interactive technology with creative design services. In addition to the financial service industry, the company has also built a number of high profile corporate and content sites. More information can be found by visiting <http://www.onsitetech.com> or by emailing [dd@onsitetech.com](mailto:dd@onsitetech.com).

About eborrower.com

eborrower.com is a specific use Web portal generating **exclusive , market -by- market Internet leads** for select mortgage brokers across the country. They provide **exclusive area rights** , brand advertising, negotiated volume discount wholesale pricing and all loan functions needed by the broker: an on-line loan application importable to their mortgage processing software, ratio/qualifying loan calculator, rate/APR display, a daily commentary text. Steve Lindell can be contacted at [SteveL@eborrower.com](mailto:SteveL@eborrower.com) or toll free, 888/257-3220.

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3/9/2 (Item 2 from file: 15)  
DIALOG(R) File 15:ABI/Inform(R)  
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00652027 93-01248

**When Is Your Personal Computer a Provider of Marketing Leads, a Fax Machine, a Mailbox? When You Have IVANlink!**

van Aartrijk, Peter, Jr.

Rough Notes v135n11 PP: 82, 84 Nov 1992 ISSN: 0035-8525 JRNL CODE: RNO  
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages  
WORD COUNT: 1073

**ABSTRACT:** With IVANlink, marketing leads can be delivered in minutes to an insurance agent's personal computer. Produced by Insurance Value Added Network Services (IVANS), IVANlink is a complete communications package for agents and companies. A key part of the service is electronic access to Dun & Bradstreet (D&B) commercial marketing leads, which allows agents to target specific groups of businesses. IVANlink offers the flexibility of downloading the leads in Lotus, ASCII text, or other word-processing formats. The price of using IVANlink for such leads is less than if D&B were contacted directly. IVANlink can be used to send and receive electronic mail, to fax messages, to obtain underwriting information, and to provide electronic interface.

**TEXT:** These days more insurance agencies and companies are making their money by specializing in certain lines, tailoring products for certain customers, targeting accounts by size and investigating nooks and crannies untouched by the competition.

But with all the pressure to go after profitable "niche markets," what's a producer to do--spend all day leafing through the Yellow Pages?

Not any more.

Today, marketing leads can be delivered in minutes right to a PC on an agent's desk. The vehicle to do that is IVANlink, produced by the insurance industry's not-for-profit electronic communications provider, Insurance Value Added Network Services (IVANS).

Let's take a look at the various parts of IVANlink which make it a complete communications package for agents and companies. For openers, we'll examine a key part of the service: electronic access to Dun & Bradstreet (D&B) commercial marketing leads.

Using IVANlink for D&B leads doesn't require a user be a computer whiz. The package runs off any PC and a modem. Here's how it works: Design your own search for leads based on what you're after. Each business has a different government-assigned "standard industrial code," or SIC. This is important in finding names and addresses, especially if you want to write truckers, for example, who obviously aren't located in a Main Street storefront in your hometown.

The software helps you select the SIC codes you need. Make a request by state, county, ZIP code or city. Ask for multiple-location or single-location firms. Ask for businesses that rent or own their location. Tailor your classes of business. For example, ask D&B for only fabricated metal manufacturers with sales of more than \$500,000.

Now you've selected the criteria. Press a key and IVANlink searches D&B's database. In a matter of minutes you get back the names, addresses and phone numbers, but you can look at the first 10 leads before you have to buy the whole list. This is important because you may want to redefine your search for leads.

For example, let's say you intended to search for only video-rental outlets but the list also included VCR and TV repair shops. Just do a new search and look at those first 10 as well. (Don't feel bad, most agents do three or four searches before they sharpen up the list they want. Each sample search costs only two bucks anyway.)

Once you have your leads, IVANlink offers you the flexibility of downloading them in Lotus, ASCII text or other word-processing formats. This makes it easy to massage the leads as you wish; for example, load the addresses to mailing labels.

Another attraction of the IVANlink service is that the leads cost only 38 cents a piece, compared with the 75 cents they'll probably run you directly from D&B. (As an industry association, IVANS has negotiating power with suppliers.)

Also, you'd have to wait days or weeks to get the leads directly from D&B. IVANlink brings them to your desk in less than 30 minutes.

Once you have the leads, try out the tricks of the trade: telemarketing, direct mail, advertising and so on. Rick Smith, president of Stamford, Connecticut-based Pierson & Smith, has used the IVANlink/D&B search to prepare solicitations to small businesses.

"Let's say a carrier has a special program for pizza parlors," Smith says. "The company has special coverage and pricing that makes its product inherently more attractive to pizza parlors than any other company's."

"But as an agent you first want to see if that niche is worth the effort," Smith explains. "First you want to find out how many pizza parlors there are in your target area. Let's say there are 400 in the county. With numbers like that, even if the unit of production is small, you would want to pull in the leads."

Getting marketing leads at a discount isn't all IVANlink can do. It's a comprehensive package for the insurance community--a single solution for an agency's communications and marketing needs which includes:

- One system from which to send and receive electronic mail (E-mail) from any other system--even incompatible E-mail products. You can be connected with insurance companies, associations, vendors (such as D&B) and automation system user groups.

- One place to fax messages. You can send messages right from your computer to a fax machine, without any special equipment.

- One provider of marketing leads.

- One source for underwriting information, such as credit reports, motor vehicle reports and undisclosed youthful driver data.

- One tool for electronic interface (exchanging of policy and application data) with your insurance companies. (IVANS' key function is to provide company/agency interface.)

IVANlink is an opportunity for agents to become more aggressive and productive by skillfully selecting their markets. It gets marketing leads to your desk in minutes. And its E-mail capability reduces telephone tag and eliminates the need to wait for the mail or overnight delivery--and it's cheaper.

"Everyone in the insurance business is running around talking about niche marketing and the great thing about IVANlink is that it really makes it a lot easier," Smith concludes.

#### USING IVANLINK TO TRANSMIT OUTGOING ELECTRONIC MAIL

Exactly how does E-mail work?

Picture a conventional post office box. Incoming mail is deposited on one side, and you need a key to retrieve it on the other.

E-mail follows the same principle. You "address" a letter or document by choosing a name, or names, from your address file on your computer. The mail is sent via your communications hardware, or "modem," and into an

information network (IIN being the network selected by the insurance industry). There, it is deposited in the mail box of your choice. Only your addressee can access the mail.

The same principle applies when you're sending a letter to 100 people. The beauty of it is that you only have to hit the return key once, as opposed to licking 100 envelopes.

To retrieve mail, you simply dial into the network; the information is deposited, or "downloaded," to your computer.

IVANlink harnesses the latest technology that makes it possible for incompatible E-mail systems to talk with each other.

Are you worried about whether your E-mail arrived? Just ask the system for acknowledgement of receipt before you hit the return key. It's a lot cheaper than certified mail through the Postal Service. With E-mail you've eliminated many steps: printing, stapling, folding, inserting, addressing, stamping and mailing.

THE AUTHOR

Peter van Aartrijk conducts media relations activities for IVANS, the Insurance industry 's non-profit provider of electronic communications.

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3/9/4 (Item 2 from File: 16)  
DIALOG(R) File 16:Gale Group PROMT(R)  
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05832597 Supplier Number: 50343032 (THIS IS THE FULLTEXT)  
**Software To Keep Marketing Leads On Track -- Marketsoft Product Will  
Pull Leads From Call Centers And More, Then Pass Them On**

Sweat, Jeff

InformationWeek, p104

Oct 5, 1998

ISSN: 8750-6874

Language: English Record Type: Fulltext

Article Type: Article

Document Type: Magazine/Journal; Tabloid; General Trade

Word Count: 339

TEXT:

MarketSoft Corp. will join the increasingly crowded enterprise marketing automation field with technology designed to ensure marketing leads are passed to the correct people in an organization.

The company-which is riding a recent \$5.25 million wave of venture capital-is preparing a product to help companies manage marketing leads. It's a market that has long been overlooked by enterprise application vendors. "Marketing is the only department that's unautomated," says Greg Erman, CEO of the 15-person startup.

Automation will be most useful in areas of marketing that are processing- and analysis-heavy, specifically lead management, according to Tom Gormley, a senior analyst at Forrester Research. "Leads come in, and, at most, just 10% of them get into a salesperson's hands," he says.

Lead management provides a connection between contact management and opportunity management, says Howard Berg, VP of customer relationship management for Compaq, which helped MarketSoft determine its product path and will evaluate a prototype in October. "It can be the missing link between all of the demand-generation activities and the ultimate sales," he says.

MarketSoft's still-unnamed software is intended to pull leads from areas such as call centers and marketing campaigns, then pass them to sales-force automation, financial, and decision-support applications. "It's a complicated area because it has to mirror a complicated set of business processes," says Berg. MarketSoft will also focus on managing leads among channel partners, and the company will make integrator components to help its software connect to products from major vendors such as SAP, Siebel Systems, and Vantive.

Other vendors-such as Anuncio, Epiphany, MarketFirst, and Rubric-also are moving into the enterprise marketing automation area. But Erman says their emphasis on campaign management and business intelligence or customer analysis differs from MarketSoft's, which is focused on lead management. The company conducted more than 50 interviews with companies such as Bay Networks, Cisco Systems, Compaq, Ingram Micro, Octel, and Sybase.

MarketSoft will begin beta testing the product by Thanksgiving; it's slated to be generally available in the first half of next year.

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3/9/8 (Item 1 from file: 148)  
DIALOG(R)File 148:Gale Group Trade & Industry DB  
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12362667 SUPPLIER NUMBER: 62736662 (THIS IS THE FULL TEXT)  
**Intarka Introduces System To Generate Targeted Leads From The Internet.**  
Call Center Solutions, 18, 11, 58  
May, 2000  
ISSN: 1521-0774 LANGUAGE: English RECORD TYPE: Fulltext  
WORD COUNT: 192 LINE COUNT: 00020

TEXT:

Intarka, a provider of Web mining technologies for business, has announced ProspectMiner 2.0, an intelligent agent for Internet-based sales lead generation. ProspectMiner provides an automated solution to the tasks of identifying, preparing and distributing targeted **sales lead** information. ProspectMiner **pulls** information from multiple search engines in parallel, looking for all companies that match a user-specified profile. To eliminate unneeded information, the product applies topic-specific filtering to the metasearch findings. The result is an initial target market list, composed of the desired type located in the desired places. The target market is then refined and customized by user interaction in a learning feedback loop. System "training" continues until the user is satisfied that ProspectMiner can accurately distinguish the best prospects for the specific purpose in the given target market. The product uses natural language processing to convert the relevant business information about a company into an actionable company profile containing pertinent and current information. A typical profile contains a company's address and phone number, multiple contact names, recent news about the company, financial data and product information.

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0138819

**First Chicago Building Sales Culture To Keep Up the Momentum in Funds**  
American Banker - September 29, 1993; Pg. 14; Vol. 158, No. 187  
SECTION HEADING: Investment Products  
ARTICLE TYPE: News  
WORD COUNT: 1,244

BYLINE:  
By KALEN HOLLIDAY

CAPTION:  
Davies, photo

TEXT:

Richard A. Davies is the first to admit that when it comes to mutual funds, First Chicago Corp. has been living off the fat of the land.

Like many banking companies, First Chicago has been reaping the rewards of unprecedented demand for mutual funds by depositors who are unhappy with the low yields on their savings.

Sales of mutual funds, including First Chicago's own First Prairie funds, are way up. And the bank's investment services business, which barely broke even two years ago, is generating solid profits today.  
Sales Culture

But Mr. Davies, president of First Chicago Investment Services, knows the boom won't last forever. So he is setting out to develop the sales culture First Chicago needs to gain a permanent foothold in mutual funds.

"Banks have had an easy time for the last couple of years," Mr. Davies said in a recent interview. But "the strategy of dropping capable sales reps into branches and waiting for people to walk in the door is ending."

To prepare for the next stage, First Chicago is devoting substantial technology and manpower to its investment services division. The bank is also hiring employees with sales backgrounds and realigning its current staff.

Industry Takes Note

Mr. Davies maintains that banks are so pleased with their success in the fund business that many are overlooking the need to develop "good sales skills to take them through the bad times as well as the good."

Mr. Davies' efforts to get ahead of the curve have caught the attention of others in the mutual fund business.

"He's spending time working on tomorrow now and is cognizant of the fact that he needs to do it," said William O'Grady, head of the bank division at Alliance Capital Management, a New York fund company.

But others say First Chicago will have an uphill battle if it wants to make it in mutual funds. "They're at a bit of a disadvantage because they don't have a huge branch network," said George Salem, bank analyst at Prudential Securities.

For his part, Mr. Davies thinks all the signs point toward a much bigger role for mutual funds at First Chicago.

Competing with Brokers

Bank customers are becoming more experienced and sophisticated investors, he said. And banks are starting to compete directly with brokerage firms as well as each other for mutual fund business.

In coming years, Mr. Davies believes, banks that market mutual funds will have to work much harder to reap the rewards they are enjoying today.

Growing up in a banking family in Baraboo, Wis., Mr. Davies was determined not to become a banker. Today, at 37, he says, "I view myself as working in the fund industry, not as a banker."

After majoring in economics at the University of Wisconsin, he earned an MBA from Harvard Business School.

Mr. Davies joined First Chicago's corporate strategy department in 1989, having worked in the management consulting field for the Boston Consulting Group. He moved over to become president of First Chicago Investment Services in November 1991.

He now spends about 90% of his time managing the investment services department. He also oversees an employee benefit plan service that assists

Chicago-area companies with retirement plans for employees.

Mr. Davies has been plotting his next move with the help of his department's sales director, Patrick Walsh, and marketing director, Karl Keller.

The bank wants to become "much more proactive in soliciting business, instead of waiting for customers to walk in the door," Mr. Davies said. "We're also putting professional marketing and product management practices into effect."

To set the stage for growth, First Chicago is devoting money and staff to training and technology. About 3% of operating revenue next year will be spent on technology and hardware for the investment services department, Mr. Davies said. Seven people are also working full time on systems development.

Phase one of the project involves making basic data available to employees, enabling brokers to pull up everything from sales leads to stock quotes via ADP or Quotron without leaving their desks.

"We're trying to maximize the leverage of our network," he said.

In general, First Chicago puts great emphasis on training, and that extends to the investment products division. About 800 bankers are learning how to make referrals.

Within regulatory guidelines, the bank also plans to have some platform bankers trained and licensed in annuity and mutual fund sales.

Sales by platform brokers soon may account for about 20% of total volume, Mr. Davies estimated. And that figure is likely to grow as bankers become more knowledgeable about nontraditional products.

First Chicago is also creating a dedicated force of four to five people to provide investment services to small businesses and commercial customers. "We want to provide (commercial clients) with a better range of products and services," Mr. Davies said.

#### A Head Start

First Chicago is no newcomer to investment products. It started its own broker-dealer unit about 10 years ago, when few banks were in the business.

The bank started handling brokerage business on a discount basis, but it wasn't a money-maker. However, it set the administrative framework needed to run a sales force.

Therese Kealy, director of operations, "built a very efficient back office with strong processing capabilities," Mr. Davies said. "It provided a springboard for us, so when we expanded our sales force in 1991, we were ready."

Part of First Chicago's rapid expansion in the sales arena was spurred by the acquisition of Gary-Wheaton Bank about 18 months ago. "It had a strong mutual fund sales force in place," Mr. Davies said.

A third of the sales force came from the Gary-Wheaton organization, with the same portions coming from First Chicago and outside companies. "These are the building blocks of our success," Mr. Davies said.

However, he added, the investment services division still has a long way to go. "We're not yet an equal revenue generator" for the bank, he said.

In 1992, First Chicago Investment Services contributed 10% of the operating profits of the community banking group. As recently as 1990, the division's profit contributions were barely measurable.

"Home equity loans and checking accounts are still our lead products," Mr. Davies said. But indicative of First Chicago's overall strategy, the bank now considers investment services one leg of its three-legged stool, he said.

"In terms of management support and visibility, we get a third," he said. For example, "from now until Christmas, the look of our branches will be investment products."

#### Offerings Limited

Unlike other big banks that offer a plethora of proprietary products, First Chicago has a relatively narrow product line. Its First Prairie Funds, with \$1.5 billion in assets, include a flexible income fund, two tax-exempt bond funds, and a U.S. government income fund. Additions are planned.

First Chicago also makes a variety of other mutual funds available. "Our philosophy is a level playing field between our funds and outside ones," Mr. Davies said.

Its preferred products list includes funds from Putnam Financial

Services, Alliance Capital, Fidelity Investments, Van Kampen Merritt, Colonial Mutual Funds, and Kemper Financial Services.

Consistent with the overall strategy to make investment products an even more profitable part of First Chicago's business, Mr. Davies and his crew are focusing on meeting customers' needs.

"We're clearly going to feature our proprietary funds, but we also want to offer brand choice," he said. "We have to have a full product line to compete successfully."

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02377837 SUPPLIER NUMBER: 19456785 (THIS IS THE FULL TEXT)  
**Axis Communications Strengthens Support for Value-Added Resellers With  
Authorized Reseller Program**  
PR Newswire, p602SFM009  
June 2, 1997  
LANGUAGE: English RECORD TYPE: Fulltext  
WORD COUNT: 533 LINE COUNT: 00050

TEXT:

WOBURN, Mass., June 2 /PRNewswire/ -- Axis Communications, Inc., today announced the Axis Authorized Reseller Program, designed to provide a preferred group of value-added resellers (VARs) in North America with marketing tools and sales support to promote the company's products. Axis Authorized Resellers will be eligible for substantial marketing support including direct mail, collateral, and tradeshow assistance. In addition, Axis' aggressive lead generation program provides qualified leads, so Axis Authorized Resellers can follow up on qualified potential customers.

By providing both strategic and tactical support, Axis is giving us the kind of help we are looking for," said Steve Immerman, owner of Premier Network Solutions, an Axis reseller in Cincinnati. "We can meet our customers' needs in a timely manner thanks to these programs."

Axis has set up a dedicated toll-free technical support line for Authorized Resellers to provide pre- and post-sales support for help in closing sales and maintaining customer relationships. In addition Axis Authorized Resellers receive the same high-quality warranty that comes with all products -- free technical support for the life of the product, an overnight air-swap, five-year repair or replacement of products, a 90-day money back guarantee, and a one-hour call-back from an Axis technical support representative.

**Axis Announces Authorized Reseller Program**

Supplementing the marketing and support programs, Axis will provide an Authorized Reseller Kit, furnishing information on all Axis products and how to sell them. Resellers will receive flexible pricing and fast delivery through Axis' distributor network, and discounts on demo equipment. To ensure reseller success, each Authorized Reseller will have a dedicated sales representative, who will participate in joint sales calls to corporate customers and provide semi-annual sales and technical training. Axis Authorized Resellers will also receive a hyperlink to their home page from the Axis Web site.

To find out more about the Axis Authorized Reseller Program, contact Axis Communications at 800-444-AXIS (2947) or visit their home page at [www.axis.com](http://www.axis.com).

**Key Program Benefits:**

- \* **Exclusive Lead** Generation Program
- \* joint Promotional Campaigns
- \* Toll-free Technical Support
- \* Pre-release Product Information
- \* Web Site Listing with Hyperlinks

**About Axis Communications**

Axis Communications enables users to access and share any connected device seamlessly, increasing the value of networks. Axis' ThinServer Technology provides the means to deliver cost-effective, high-performance and web server capabilities to attached appliances and devices. The company's thin, streamlined server products for hard disks, CD-ROM drives, digital cameras and printers are part of the first wave of smart, independent devices that allow networks to provide access to everything. Founded in 1984, Axis Communications headquarters is located in Lund, Sweden. Axis employs 200 people worldwide, with revenues of \$60 million and has shown a yearly growth rate of 67% over the past 10 years.

SOURCE Axis Communications Inc.

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06/02/97

/CONTACT: Kim Rose, [krose@shapetech.com](mailto:krose@shapetech.com), or Jessica Dunker of ShapeTechnology, 408-733-2505, or <http://www.axis.com>, for Axis Communications/

CO: Axis Communications Inc. ST: Massachusetts, California IN: CPR MLM

SU: PDT

KF-CS -- SFM009 -- 1080 06/02/97 08:36 EDT <http://www.prnewswire.com>

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0359675 BW699

**XSOFT: XSoft announces reseller alliance program**

October 4, 1993

Byline: Business Editors and Computer Writers  
Dateline: PALO ALTO, Calif.  
Time: 06:12 PT  
Word Count: 557

PALO ALTO, Calif.--(BUSINESS WIRE)--XSoft, a division of Xerox Corp., Monday announced the XSoft Alliance Program, a new channel marketing program for value-added resellers and system integrators of XSoft's workflow, publishing, office automation, and document management software.

Through an array of marketing support, training and support benefits, and financial incentives, the program is designed to provide XSoft's reseller partners with a strategic advantage in delivering solutions for the electronic document management market.

XSoft established the new distribution channel program to address the growing need for electronic document management software and collaborative services in the UNIX and PC markets, fueled by the broad market migration to client/server systems. XSoft sales managers will work closely with channel partners to identify target markets, develop and implement marketing plans, generate new business leads, and provide support for customizing sales solutions.

Barry Obrand, XSoft vice president of worldwide marketing and North American sales, stated, "A strong distribution channel program is critical to success in the client/server software industry. XSoft is dedicated to helping resellers and system integrators profit from expanding opportunities in the document management arena, and the XSoft Alliance Program provides a progressive framework in which to do this. We designed the program to maximize returns for our channel partners and create the best possible foundation for delivery of XSoft products to corporations."

Key features of the XSoft Alliance Program include:

- Product initiation kits include demonstration scripts, product licenses, documentation, training, telephone support, and customer evaluation software.
- **Exclusive lead** generation, qualification, and referral services are provided based on geographic region or vertical market forces.
- Market education seminars and support materials enable resellers to develop and conduct corporate presentations and solution briefings for customers.
- Partner Marketing Funds are offered to program members for advertising, seminar delivery, direct mail campaigns, and other marketing activities that highlight XSoft products.
- Performance rebates provide additional financial incentives.
- The XSoft Software Evaluation Program provides a software trial kit which resellers may offer to their corporate accounts.

XSoft will qualify and train resellers to sell XSoft's products and services and to offer their own service and support options. In addition to valuable discounts for the resale of software products, program members will be offered financial incentives for sales of XSoft's product training classes, offered at authorized training centers nationwide, and for XSoft's numerous service and support options.

XSoft technical experts will support channel partners to develop a wide range of document-oriented solutions such as purchasing and procurement, regulatory documentation, intelligent forms, office automation, and multi-language applications.

Resellers and system integrators interested in the XSoft Alliance Program can contact XSoft at 800/428-2995.

XSoft, one of nine divisions of Xerox Corp., provides software that

improves the way people use documents to create, capture, manage and communicate ideas and information. XSoft's product family includes software applications for document management, office productivity, structured-document publishing, workflow management, international document translation, content-based search and retrieval, and shared document services.

The company also offers extensive product support, training and consulting services. XSoft's products and services are available on multiple operating systems, networks, and computer platforms. They are sold through a worldwide network of direct sales and reseller partners. XSoft is headquartered on a campus with PARC, the renowned Xerox research center in Palo Alto.

CONTACT: XSoft  
Linda Britt, 415/813-7121  
A&R Partners  
Maria Amundson, 415/363-0982

2/9/15 (Item 3 from file: 148)  
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08022546 SUPPLIER NUMBER: 17344216 (THIS IS THE FULL TEXT)  
**MICROSOFT LAUNCHES ENHANCED SOLUTION PROVIDER PROGRAM**  
PR Newswire, p726SE014  
July 26, 1995  
LANGUAGE: English RECORD TYPE: Fulltext  
WORD COUNT: 716 LINE COUNT: 00080

TEXT:

Doubles Investment to \$50 Million Annually  
REDMOND, Wash., July 26 /PRNewswire/ -- Microsoft Corp. (Nasdaq: MSFT) today announced an enhanced version of its Solution Provider program designed to expand business opportunities, help ensure high-quality customer support, and improve the overall value Microsoft(R) Solution Providers receive from their relationship with Microsoft.

Effective Sept. 1, 1995, the new program includes more stringent certification standards, an expanded lead and referral strategy, and partner-status recognition for elite Microsoft Solution Providers.

"We have doubled our annual investment to \$50 million to improve development programs, sales and technical training offerings, program benefits and infrastructure," said Paul Bazley, director of the worldwide Solution Provider program at Microsoft. "We want to provide extensive support for our Microsoft Solution Providers as they face unprecedented opportunities, including the imminent product launches of the Windows(R) 95 operating system and Microsoft Office for Windows 95, and strong customer demand for Microsoft BackOffice(TM) suite-based server solutions."

"This new program shows that Microsoft is listening to us, is on top of the issues facing the channel, and is committed to strengthening the value of the entire Solution Provider program," said Mike Anderer, president and CEO of The Computer Group.

Highlights of Microsoft Solution Provider Program Enhancements  
Enhanced Microsoft Solution Provider program features include the following:

- \* **Exclusive lead** -generation programs. Under the new program, Microsoft Solution Providers may participate in special campaigns designed to reward their demonstrated expertise by receiving qualified leads from Microsoft. Examples of such programs include the Windows 95 Migration Specialists program, the Microsoft Exchange "First Look" program, and the Solution Server evaluation program. Currently, more than 3,000 Solution Providers are participating. For instance, the Windows 95 Migration Specialists program matches customers with Microsoft Solution Providers who provide upgrade services for Windows 95 and who have completed a technical assessment exam. Other near-term programs will include the Windows NT(TM) Server network operating system and Microsoft Mail; new initiatives will be developed in the coming year.

- \* **New certification standards.** Currently, both members and partners must have Microsoft Certified Professionals on staff. Under the new program, members must continue to have a Microsoft Certified Professional on staff -- either a Microsoft Certified Solution Developer, a Microsoft Certified Systems Engineer or a Microsoft Certified Product Specialist. Partners must now have two individuals on staff holding advanced certifications -- either MCSE or MCSA.

- \* **Elite partner-level.** A rigorous partner selection process will ensure this elite group of Solution Providers is selected based on their quality, technical skills and investment, and customer results. Partners will receive extra program deliverables including additional free product support.

- \* **Improved communications channels.** Microsoft will continue to provide comprehensive monthly mailings to Microsoft Solution Providers that include sales and marketing information, technical resources and product updates. In addition, a private forum called the Microsoft Solution Provider Information Network on The Microsoft Network will enable the exchange of electronic dialogue

between Microsoft and other Solution Providers, and it will provide online access to reference information, sales tools and training materials. A directory of Microsoft Solution Providers and Solution Provider program information is scheduled to be available on the World Wide Web by the end of 1995.

The Microsoft Solution Provider program fee is approximately \$1,995 annually. Businesses in North America can request information about the Microsoft Solution Provider program or can enroll by calling 800-SOL-PROV 765-7768|. In other countries, businesses should contact their local Microsoft subsidiary.

Microsoft Solution Providers are independent organizations working in conjunction with Microsoft Corp. and include a wide range of companies and individuals such as systems integration and installation experts, VARs, developers, consultants, and technical support and training organizations. These organizations add value to their customers by offering a full range of services, such as vertical and horizontal solutions, line-of-business applications, and client-server implementation and systems integration, including multivendor expertise and training.

Founded in 1975, Microsoft is the worldwide leader in software for personal computers. The company offers a wide range of products and services for business and personal use, each designed with the mission of making it easier and more enjoyable for people to take advantage of the full power of personal computing every day.

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7/26/95

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/CONTACT: Press Only: Wendy Truax of Waggener Edstrom, 503-245-0905/ (MSFT)

CO: Microsoft Corp. ST: Washington IN: CPR SU:

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01868031 SUPPLIER NUMBER: 17632646 (THIS IS THE FULL TEXT)  
**In the right circle. (Palindrome's preferred reseller program) (Channel  
News) (Company Business and Marketing) (Column)**  
Brambert, Dave  
LAN Magazine, v10, n13, p224(2)  
Dec, 1995  
DOCUMENT TYPE: Column ISSN: 1069-5621 LANGUAGE: English  
RECORD TYPE: Fulltext; Abstract  
WORD COUNT: 1833 LINE COUNT: 00152

ABSTRACT: Palindrome Corp is developing a preferred value-added reseller (VAR) program that will change the way users think about backup and storage management. The program will focus on storage management opportunities that cannot be addressed through a direct sales approach. The company plans to include 200 to 300 North American resellers in the preferred reseller program, about 10 percent of its existing VAR force. The new program will include a variety of plans, including a two-level training program. The first level is a certification program for systems engineers and field engineers that includes installation, configuration and the general features of Palindrome's storage product. Other training programs will cover troubleshooting and business-oriented programs that aid the VAR in selling storage management solutions.

TEXT:

Major reseller programs aren't just from NOS vendors; Palindrome proves the point.

The first thing you think of when you install a new server disk is backup, right? And the first thing that enters your mind when you upgrade to a new network operating system is backup, correct? We know that you, the valued reader, think this way, unlike most of your colleagues. Most of them don't really think about backup as part of a system, but rather as a subsystem in itself.

Palindrome (Naperville, IL) is trying to put together a framework of VARs that will change the way most users think about backup and storage management. The company's preferred reseller program is designed to stratify Palindrome's existing VAR channel.

PALS OF PALINDROME

Palindrome's senior vice president of sales and business development, Michael Tatelman, says that about 10 percent of Palindrome's existing VARs will be sought for the preferred reseller program. "We have a limited distribution philosophy," Tatelman reveals. "We don't want to necessarily include everyone; we're looking for about 200 to 300 resellers in North America to participate. When we reach that number, we'll stop recruiting for the program.

"At almost every point in the sales cycle," he notes, "there are opportunities to have add-on for storage management products. If you upgrade a file server's disk, you can upgrade the storage management. When you upgrade a server's operating system, particularly NetWare 3.x to 4.x, does your customer's storage management solution fit the bill?"

Tatelman adds that the installed base of storage management products is aging rapidly. Some VARs that have offered a hot-site backup facility are finding that their customers can't recover all of their data despite the facility. A lack of a good plan, equipment, appropriate backup methodology, or product is often the reason why.

Storage management is a hot topic right now. "It's a subject that gives a VAR contacts at a higher level, even within its existing accounts," Tatelman says. "Things like disaster recovery are on the plate of CIOs. There's a dearth of expertise internally for this type of storage management; it's a tremendous opportunity to participate for VARs."

Palindrome envisions the 200 to 300 resellers in its preferred reseller program as a way to take advantage of otherwise wasted opportunities. Due to logistics and cost, it's impossible to create a direct sales force capable of selling solutions to the potential customer base.

The preferred reseller program includes a wide variety of programs.

Some of them are "standard"; others tend toward the innovative. On the traditional side, the company has created a two-level training program. One level is Data Protection and Management Expert (DPME) training. "It's a certification for SEs (systems engineers) and FEs (field engineers) that covers installation, configuration, and general attributes of our product. Generic concepts are included about storage management, HSM (hierarchical storage management), backup, and restore." Included is a hands-on program to install and configure Palindrome products.

The firm is working on another technical training curriculum that covers troubleshooting and that is aimed at the same target audience. Other training is business-oriented, like the circle of services training. This program "helps the VARs understand how and why to get into the business," says Tatelman. "It helps them learn how to sell the storage management solutions, too."

Leads are another reason VARs might want to check out the preferred reseller program. Palindrome offers an **exclusive lead** program to this elite level of resellers. According to Tatelman, the lead generation program pulls in thousands of leads quarterly, and they go to preferred resellers only.

To qualify for these leads, one must be a preferred reseller, which means having one trained DPME on-site and doing about \$15,000 worth of Palindrome business per quarter.

Standard marketing programs such as joint seminars and promotions, as well as standard sales programs such as buddy calls, are part of the package. "We do a lot of seminar activities that utilize the customer lists of companies like Novell, HP (Hewlett-Packard, Palo Alto, CA), Exabyte (Boulder, CO), and Pinnacle (Irvine, CA)," reveals Tatelman. "We'll add Microsoft to that list as we release our NT product."

VARs can also participate in Palindrome's service dispatch program. "Some percentage of tech calls require an on-site resource," observes Tatelman. "We can dispatch a preferred reseller to some of those calls." And, to accommodate the special technical needs of program participants, preferred resellers get priority technical support for free.

A minimum response time is guaranteed, and the support is available 24 hours a day, seven days a week. While any firm can make such an offer by subcontracting the tech support, Palindrome's tech support program is completely homegrown.

These and other programs-such as a support encyclopedia, BBS, demo copies, and a page on the World Wide Web--represent an unprecedented marketing and channel effort for the company. In addition, says Tatelman, "we have even explored the idea of creating a business in a box. We're open to branding this type of storage management methodology." Tatelman thinks new businesses could be launched that focus mainly on storage management-using Palindrome equipment and techniques.

#### JOIN THE CIRCLE

To help implement this program, Tatelman has spearheaded an effort to create a circle of services for VARs. Each of the six services is linked with a tool or product set. These areas include, in order of involvement and complexity:.

- \* Disaster preparedness (linked with Palindrome's Vulnerability Index)
- \* Disaster recovery planning (linked with the Prepare product)
- \* Storage management planning (linked with the Storage Analyst)
- \* Storage management solutions (linked with key Palindrome products)
- \* Implementation (linked with installation, maintenance, and training)
- \* Operations (linked with Vista outsourcing).

The disaster preparedness area relies on a joint project Palindrome created with the help of Comdisco (Rosemont, IL). The survey of 300 corporate MIS managers measures companies' level of data vulnerability. "It's something of a peer review," says Tatelman. "We also use it as a basis for seminars on how to decrease vulnerability."

As part of the process, MIS managers develop a recovery time objective (RTO) and a recovery point objective (RPO). The former covers response times, while the latter looks at the question from the perspective of how much data can be lost.

The second area in the circle of services, disaster recovery planning, is based on a Palindrome product called Prepare! (the exclamation point is Palindrome's). "It's geared specifically toward the distributed computing market, as opposed to hot-site planning," explains Tatelman. "Generally, it's not a product to sell, but rather a service from the VAR."



One of the most interesting aspects of the circle of services is Storage Analyst, a tool for storage management planning. "Because the most important thing for a client to have is their data, there may be an opportunity for a storage management plan," Tatelman observes.

Storage Analyst is an eponymous product that, well ... analyzes storage. "It analyzes the state, age, and activity of all the data on the entire network," he says. "The result is a 20- to 40-page report" that gives the customer a picture of the state of network data, and it shows areas that are ripe for improvement. The VAR can even plug in a customer's discrete overhead costs that pertain to data storage.

The storage management solutions area of the circle of service is populated with mainstream products usually associated with Palindrome. Backup Director, Storage Manager, and all the certified hardware solutions are in this category.

Tatelman points out that one particular area represents real opportunities for VARs: "The penetration of robotics is small. When you look at the size of servers on the network, doubling every 14 months, robotics make a whole lot of sense. Automated tape changers offer large capacity and no user intervention." The Storage Analyst tool can give specific numbers for the cost savings in such a scenario.

The implementation part of the equation is fairly self-explanatory, although Tatelman is quick to point out that most VARs like the retainer-based maintenance service offerings and that training is another area for growth, particularly as an add-on to standard training courses from Novell or Microsoft.

And finally, the area of operations includes outsourcing services. In particular, Palindrome offers its Vista product as a base for that outsourcing. Tatelman quotes the Meta Group (Reston, VA), which shows 30-percent market growth annually through 1998 for IT outsourcing. Other studies show similar growth. To help VARs get into this important niche, Palindrome offers its Vista system as a vehicle.

Vista is a new, centralized storage management console that monitors Palindrome's Backup Director and Storage Manager installations across an enterprise. VARs can use Vista remotely to service many clients, thus encouraging an outsourcing model. "For many companies, going off-site to do tape maintenance is a natural," states Tatelman.

Tatelman points out that this circle of services is meant to be a menu, not a checklist. "It's a line item kind of thing. VARs aren't required to participate in every service offering," he says.

Which VARs are best suited for the preferred reseller program? "The first targets are people doing some of these things already," says Tatelman. "The complexity involved in distributed computing, in general, is at a point where VARs who have this competency are in great demand for these services."

As for the advanced services available to VAILs, Tatelman says, "We have literally thousands of telephone calls monthly asking for help in some fairly complex and specific areas. I don't want this business; my goal is to build a service demand within my reseller base and not perform those functions here."

Tatelman already has 125 resellers--about half of the desired base--in the preferred reseller program. That number is derived from a base of about 2,500 current resellers. In addition, roughly 300 DPMEs exist.

The fact that some of the VAR program involves generic (by design) tool sets and training doesn't bother Tatelman much. "My exposure is that I am teaching a generic tool set, but we want to offer VARs our specific information plus a generic skill set that allows them to support many environments."

Market expansion is expected to be robust. However, the existing market is a perfect growth medium for VARs. Old equipment is still being used. Server capacity has outstripped data management capabilities. "Spurred by neglect to some extent, a large market is out there," says Tatelman. VARs that are pioneering the area and that are willing to take some arrows in the back might find a whole new storage management division in their business.

Dave Brambert can be reached via the Internet at [dbrambert@mfi.com](mailto:dbrambert@mfi.com).

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01291387 SUPPLIER NUMBER: 07348927 (THIS IS THE FULL TEXT)  
**Marketing basics. (value added resellers) (column)**  
Hawkins, John L.  
Data Based Advisor, v7, n2, p12(2)  
Feb, 1989  
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ABSTRACT: Effective marketing is vital to the success of any value-added reseller (VAR), and several marketing strategies are described and their value assessed. These include word-of-mouth, referrals, advertising, publicity and personal promotion. Word-of-mouth is asserted to always be the best way to gain new business. A VAR should set up a referral network, including contacts with complementary businesses and advertising leads from manufacturers, publishers and distributors. Collateral business materials are the most important advertising investment. Yellow pages, direct mail and other advertising can be effective with sufficient funds and proper targeting. Publicity can be employed if the VAR has an exceptional, interesting and true story. Direct contacts through such activities as seminars, classes and newsletters are also described.

TEXT:

Marketing Basics

Marketing" is an over-worked, misused and often-abused term that essentially means "the process of offering something for sale." We all need to do it, whether we sell services, products, or knowledge. Like it or not, marketing is a vital ingredient in any VAR's success.

This column is devoted to all of you who write letters expressing concern over the mysterious activity of marketing. A Chicago-area VAR asked about "marketing my professional services." He wanted to know "how to hit those medium and large corporations that have...dBASE applications just begging to be developed." A Texas developer "would like to grow into a moderate size business instead of a day to day guess of who will call, or worst of all, who will not call." He continued, "I provide a high quality service, but I just don't know how to promote and advertise for business."

You're not alone in wondering how to crank up your marketing machine. Like programming, marketing is both a science and an art. In today's complex world, offering something for sale can take on the dimensions of planning the D-Day invasion. Unfortunately, the average VAR doesn't have the financial resources to hire an ad agency or a marketing consultant. If you have to go it alone, this is the first of several columns to help you market your services and products.

Future columns will explore the process of establishing sales activity, qualifying prospects, determining the package, selling and closing, estimating and pricing, acquiring marketing collateral materials, product and services packaging, and product distribution. But let's start at the beginning. There must be a prospect, someone who could use your products and services. How do you find this person? Better yet, how do you get this person to find you?

Waiting for the phone to ring

The best way to get new business, always, is word-of-mouth. If you friend tells you about a really great discovery, you believe it. A prospect that calls because a friend recommended you is a sure sale (unless you make a major mistake or just don't fit the job). Word-of-mouth starts with a job well done. Leave a trail of impressed clients spreading the word and you'll lay the most solid foundation possible. Of course, you can't meet everybody's needs, but you can fulfill their expectations of what a computer professional should be. You may even receive word-of-mouth recommendations from prospects who didn't buy but were impressed. Meet strangers and leave friends. And don't leave word-of-mouth to chance. Get to know people. Join civic, service, and social clubs. Make it a practice to ask everybody--family and friends, past and present clients, even people who told you "no thanks"--if they know anyone you can help.

Referrals are slightly different; they're more impartial. Someone encounters someone else who needs your services and tells them to call you,

or tells you to call them. You're expected to return the favor when you can. Setting up a referral network is a major project. Start by listing the types of businesses that might serve the same firms you seek. Who do you meet at your client's sites? Accountants? Ask them if they're looking for business, and let them know that you are. Office forms sales reps? They'd love a call when someone cranks up a new accounting system.

A vertical market is full of vendors with clients in common. If you're a software-only person, get to know the hardware folks. Many developers work out referral relationships with local computer stores. The store sells hardware and packaged software, then recommends you for custom programming. You might be expected to kick back a referral fee. Maintaining relationships with retailers is delicate. For example, services may overlap (the client wants training and both of you offer it). You'll have to work out an equitable way to decide who gets such add-on sales.

Many product advertisements say, "Call for information." What happens to all those people who call in? Mostly, they receive mail. But smart advertisers realize that a human being can make a sale much better than an envelope full of literature. So they pass such inquiries to VARs.

If you resell products, work on getting advertising leads from manufacturers, publishers and distributors. Leads supplied by vendors can take various forms. Getting a list of people who circled magazine bingo cards is better than being handed the yellow pages--maybe. These "leads" often don't even remember they ever asked for information.

Also beware of vendors who give the same leads to every VAR, dealer, or consultant in town. The best situation is when you become valuable enough to get **exclusive leads**. This will take some time. You'll have to show consistent competence and strong results before the supplier trusts you with a precious lead. Many vendors worry (and rightly so) that a hot lead will get cold, so you may have only a few days to show results. If you perform, you'll get more and more. Think twice about vendors who ask you to make heavy financial commitments before they pass on leads. Investigate the quality, quantity and exclusivity of their lead policy before you jump. Remember that the best vendors see you as a valuable partner who possesses what they desperately need -- customers.

#### Advertising

"Advertising" is using a commercial medium to send your message. Methods range from newspapers to network television, from the high-flying Goodyear Blimp to the lowly phone book. Some VARs describe the Yellow Pages as essential, others call it counter-productive. If prospects are likely to look under your classification, if you can afford an effective listing, and if you are set up to properly handle callers, the Yellow Pages can be profitable. On the other hand, many people let their fingers do the walking while you do the talking. Being constantly interrupted by window shoppers can lead to an unproductive day. VARs in metropolitan areas have another problem: multiple directories. Here, in San Francisco, it takes about two dozen thick phone books to cover the area. Before you spend money on Yellow Page listings, think carefully about the cost and the fit.

Advertising works, but you have to know what you're doing. Most important is the message, the "offer." Be a realist. The world doesn't care about you. People care about themselves, their problems and their needs. If you want prospects to come to you, you'll have to make them an offer they can't refuse. No amount of artistic creativity or advertising frequency can overcome a weak offer. Make sure you're making your offer in the right places, using the right medium. Advertising media include radio, television and newspapers, but also bus and taxi cards ("transit"), billboards ("outdoor"), store displays ("point of sale"), direct mail, skywriting and banner-towing ("aerial"), cable television, industry-specific newsletters, trade shows, highly-targeted publications (like Data Based Advisor), and much more. Each medium has a particular audience and strength, and each requires a different style message. Make a powerful offer, using techniques appropriate to the medium, and tell it often. In advertising, repetition is essential. Needless to say, this costs money.

Direct mail (don't call it the "J" word) is a deceptively simple form of advertising. That junk (oops) in your mailbox cost somebody a fortune. A typical response to direct mail is one to five percent, maybe 10 percent if the plan works perfectly. Unless you're offering "free gold, no purchased necessary," don't waste your stamps without a carefully researched plan. Direct mail marketing is a specialty within advertising. The mailing list, the offer; the presentation, the package, and even the timing are critical

elements in direct mail.

You collateral material is the first and most important marketing investment you should make. Your business card, stationery, brochure, presentation folder, even the labels you use for packages and floppy disks, are tangible representations of your professionalism and quality. Since first impressions are the most important, make sure the physical package is as good as the content.

Specialty advertising is designed to make you unforgettable. Coffee mugs, pens, notepads, letter openers, paper clip holders, t-shirts, key chains, baseball caps, clipboard, golf balls--you've received your share of them. The investment is high, and you have to hope that the recipient will use your gift.

In the news

Another form of advertising goes by the names, "publicity," "public relations," "PR," and "editorial." The idea is to get the media to talk about you as news, rather than just run your advertising. We all assume that ads contain "puffery," but a news story--hey, it must be true. Crossing the boundary between advertising and editorial is valuable. It is not, however, an easy conquest. Competition for limit editorial space is fierce, so you'll have to present an exceptional story that's interesting and truthful. You'll also have to learn how to package your story and bring it to the attention of editors. PR tends to be an all-or-nothing proposition. Either you get a "mention" or you don't. published review lends credibility, and certainly gets the word out. You'll have to compete for reviewers' time and editorial space, and you'll need good timing. Sending a copy of your new pop-up pencil sharpening scheduler to a magazine because you just read their round-up of similar products is bad timing. Too late, the boat sailed. Most important of all, before you ask a reviewer to be honest, be honest with yourself. Is your product as good as it needs to be? What will you do if the reviewer doesn't agree? A negative review is worse than none at all.

Making yourself known

VARs who primarily develop custom database applications don't need to show off products, they need to show off knowledge. The best way to do this is to appear in front of groups of people. To pursue this strategy you'll need suitable abilities, credentials and experience. If you're qualified, determined, skilled, persistent, patient, and lucky, a variety of methods can establish your professional image and build credibility. A local computer user group may be a good place to start. Make presentations, teach classes, write newsletter articles, and volunteer for various chores. It's good practice, and good exposure. User groups are full of people seeking help. The same goes for local civic groups. Be generous with your time and you'll open doors you didn't even know exist.

And if you can afford it, present seminars on computer topics for local business people. But do it right. If necessary, rent a conference room and good equipment. Invite the right people, and teach them something useful. If you have a flair for public speaking, local business organizations might ask you to explain computers at luncheon meetings. (I'll discuss seminars and presentations in a future column.) If you have the patience and credentials, capable computer teachers are always in demand by public and private schools. If you're a proficient writer, the world is full of blank paper waiting for words. Business and service organizations publish articles, as do local newspapers, trade journals, and even national computer magazines. Naturally, a larger or more technical publication will be quite selective about articles published.

Think before you leap

Page one of any entrepreneur's handbook says, "Start with a business plan." Page two says to make sure your business plan includes a marketing plan. In future columns I'll explain specifically how to create both plans. In the meantime, don't delay your marketing effort, but don't charge into it haphazardly either. You need new business, but you don't want to go broke getting it. Considering the number of factors involved in marketing, hiring an expert consultant or advertising agency might be a smart first step. In marketing, like in computers, it's easy to spend money unproductively. Remember that the real goal of marketing is to sell. Only people can buy things. You don't need a plan, or a budget, to start making yourself known. Make regular contact with people, and your business will grow.

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**Consonance in local television news program content: An examination of intermarket diversity**

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**ABSTRACT:** Carroll et al examined whether TV news program decision makers in stations across the US provide diversity in what is presented to viewers. Stories dealing with human interest and sensationalistic topics, including crime, accidents and human interest, accounted for 60% of consonant, or duplicated, stories.

**TEXT:**

**Headnote:**

This study examined whether television news program decision makers in stations across the U.S. provide diversity in what is presented to viewers. Stories dealing with human interest and sensationalistic topics, including crime, accidents, and human interest, accounted for 60 of consonant, or duplicated, stories. Stations in medium sized television markets exhibited the highest level of diversity, although these differences were not great. Moreover, medium market stations gave significantly greater emphasis to video reports originated outside the market. Thus, no indication that large market stations are more active in news gathering was forthcoming. Overall, the farther the geographic origin of the story from the market, the higher the level of consonance.

Broadcasting stations in the United States have historically been regulated on the premise that the finite nature of the spectrum precluded ownership of more than one station in a market. This limitation fostered widespread ownership of outlets, thus to increase the variety of views and ideas that were broadcast (Smith, Meeske, & Wright, 1995, p. 169). The regulatory support of this Libertarian philosophy has not waned even though the Federal Communications Commission has relaxed its ownership policies over the past decade. The passage of the Telecommunications Act of 1996 established even more liberal rules that permit ownership of stations whose signals cover up to 35 of the nation's television households (Halonen, 1994, December 19; Stern, 1994, December 19; Stern, 1996, February 5). A key rationale in this move is the argument that the television environment now offers viewers many more outlets for information and news than were available in the past. While the present analysis is not an examination of the implications of changes in station ownership, the philosophical premise that undergirds station ownership limitations is nonetheless germane to the question of diversity of news coverage. Thus, the question for this study is whether television news program decision makers in stations across the U.S. provide diversity in what is presented to viewers.

**Consonance**

A measure of the diversity of news outlets that has received much attention by scholars in recent years is conceptualized as consonance, or the tendency for journalists to exhibit uniformity in reporting (Noelle-Neumann & Mathes, 1987; Hudson, 1992). The question of the likeness of news programs is important, as consonance of reporting tends to restrict selective perception, thus narrowing the formation of public opinion on issues (Noelle-Neumann, 1973).

Fowler and Showalter (1974), who identified duplication as illustrative of a common news judgment, found significant agreement among network news editors on selection of topics and their treatment. Similarly, Lemert (1974) found that network newscasts often duplicate story topics and placement in the programs, along with day-to-day variations in the emphasis given stories. Stempel (1985) also observed a high degree of similarity among network newscasts, as did Riffe, Ellis, Rogers, Van Ommeren, and Woodman (1986).

Foote and Steele (1986), who determined that only rarely did one network provide an "exclusive" lead, concluded that the high degree of conformity they observed was dictated by organizational pressures brought on by competitiveness for audiences and the lack of resources available for originating stories.

In his analysis of network treatment of a specific story, Atwater (1989) surmised that consonance in coverage is an indication of common news values and procedures shared by networks in gathering and presenting news. Jaffe (1989) also posited that conformity in selection and presentation of news stories can be considered a function of judgments of newsworthiness. Consequently, the greater the consensus, the more comprehensive the judgment of newsworthiness among news organizations.

A study of local television station news found that the larger the market, the greater the number of unique stories (Atwater, 1984). Among such stories, soft news was twice as likely as hard news to be unique. News directors in the three markets included in Atwater's analysis indicated that feature stories gave their stations the opportunity to relate to viewers on a personal level, thus to solidify the station's identity in the market.

A comparison of newscasts in three markets in the Midwest led Atwater (1986) to conclude that the greatest proportion of time devoted to local news was associated with duplicated stories in the middle-sized market (Nielsen rank 63), with the lowest proportion found in the smallest (Nielsen market rank 104) and the stations in the major market (Nielsen rank 9) in the middle. Story topics with the highest percentage of duplication were government and politics, crime and courts, accidents and disasters, and human interest/feature items.

Although Atwater (1986) did not address differences between markets, his data suggest both contrasts and similarities in emphasis of consonant stories in different markets. On the other hand, McManus (1990) observed little difference in the consonance levels of TV markets and concluded that inexpensive, passive discovery predominated over the journalistic model of active surveillance as a means of learning of newsworthy events. In his study, the station with the greatest resources, located in a major (top 10) market, was more active than those in smaller markets. Even so, almost twice as much air time was devoted by that news organization to stories that were discovered passively. The conformist tendencies of news editors was more directly observed by Hudson (1992), who found that news directors consistently adhered to what appears to be a generally-acceptable level of violence in a news story regardless of market size or their personal journalistic values.

As did Atwater (1984), Davie and Lee (1993) found that stations located in a major market broadcast a greater proportion of diverse stories than their smaller market counterparts. However, even large market stations were found to exhibit a high degree of consonance with their competitors. Furthermore, "studio" or "anchor reader" ("tell") stories received the highest proportion of diversity, likely because they were brief stories considered less important than video/electronic news gathering (ENG) reports. Of particular note was the finding that a substantially higher proportion of ENG reports that originated outside the market (e.g., network reports) were classified as consonant. Stories pertaining to locations outside the market were also found have greater consonance than those that originated within television markets. National and especially world stories were found to have the greatest consonance.

A distinctive limitation of the aforementioned studies of local news consonance is their assessment of but a handful of stations located in markets in the same region of the country. Thus, the question of whether their findings are generalizable to different-sized stations serving audiences across the nation remains unsettled.

#### Hypotheses

This study sought to determine the level of consonance among television news programs presented to audiences in a wide array of television markets located across the United States. Based on findings of earlier studies of limited coverage areas, the following hypotheses were tested: H1: Story topics with the highest consonance levels include government and politics, crime and courts, accidents and disasters, and human interest/feature treatments.

H2: Broadcast news outlets in the largest television markets display the greatest diversity and the lowest level of consonance.

H3: There is less diversity among stories originated by sources outside the local news organizations.

H4: Stories pertaining to locations outside of television markets have higher levels of consonance than those pertaining to the television market.

#### Method

Late evening broadcasts were analyzed because they receive the highest viewing of any local newscast and because the broadcast by each network affiliate occurred during the same post prime-time period, which imposed the same time and program schedule constraints on all news decision makers. Broadcasts typical of stations across the country, including diversity in geographic area and market size, were analyzed. The sample was limited to affiliates of the ABC, CBS, and NBC television networks because virtually all of those stations broadcast a post prime-time late evening newscast. Fox network affiliates and independent stations were not included because so few of those stations programmed local news or if they did, it was typically presented at other times than most stations.

The sample included 117 late evening local newscasts (10:00 or 11:00 p.m.) on 65 stations in 25 television markets.<sup>1</sup> Of these, 41 broadcasts were on 24 stations in 8 major markets (Nielsen Designated Market Areas [DMAs] 1-15); 31 broadcasts were on 16 stations in 6 large markets (DMAs 21-33); 34 broadcasts were by 18 stations in 6 medium sized markets (DMAs 51-88); and 11 broadcasts were on 7 stations located in small markets (DMAs 111-194).<sup>2</sup>

The stations in each market were videotaped on successive evenings during a two-week period encompassing October 18-20 and October 25-27, 1994. The late evening local newscasts of ABC television network affiliates were recorded on Tuesday, the CBS affiliates' newscasts on Wednesday, and the NBC affiliates' newscasts on Thursday during the first week, with CBS affiliates' recorded on the second Tuesday, followed by NBC affiliates' on Wednesday, and ABC affiliates' news programs on the second Thursday.

#### Coding Procedure

The unit of analysis was the news story. Prior to coding news content, a log of all news stories in each broadcast was compiled that included the length of each story and a slug or story title. No story presented by a weather or sports anchor was included in the analysis. News story information was transferred to coding forms used by two-member coding teams comprised of participants in a graduate seminar. The teams met periodically throughout the process to resolve questions about the coding procedure and to resolve conflicts in the coding decisions. The results of each coding session were reviewed by the senior author, who referred ambiguities and omissions back to the appropriate coding team for resolution.

Teams of coders determined the geographic origin of the story -- whether it originated in the city of license, the TV market, the state, within the U.S. census region in which the market was located (United States Department of Commerce, 1990), was a national story originating anywhere in the U.S. outside the station's census region, or was a world story that originated outside the U.S.

The source of the story was coded to identify whether it was local, network, satellite news gathering (SNG) from outside the market via a news service such as CONUS or CNN Newsource, a video news release (VNR) produced and distributed by some organization in the form of a news report so as to facilitate news program distribution of its message, syndicated video material sold on a subscription basis to the station, any other video report produced outside the market, or a studio report on news from outside the market that did not include video tape presentation.

Story topics were coded by following the category system used by Stempel (1988). For purposes of the present analysis, these categories were expanded to include philanthropy and community affairs, religion, and consumer self-help.

An intercoder reliability coefficient of .80 was based on comparisons of decisions on two newscasts coded by each of the three coding teams (Holsti, 1969, pp. 137-140). Coding accuracy was subsequently improved by using maps of the television markets and by assigning broadcasts to a coding team with at least one member who was acquainted with the geographic area that comprised the television market when reliability checks revealed that their lack of familiarity with various municipalities increased errors in coding the geographic origin of stories. After coding was completed the data were entered in a computer database and the original coding was reviewed to increase consistency and accuracy. When coding inconsistencies



and omissions were identified, they were resolved by the original coders.

Intermarket story consonance was operationalized as duplication of topics on the same day by stations in other markets. A measure of intramarket consonance was not possible due to the nature of the sampling procedure wherein network affiliates were videotaped on successive evenings. Careful review of story slugs was carried out and further screening of some of the videotaped stories by the original coding teams was done so as to ensure the accuracy in identifying duplicate stories when the data were sorted alphabetically according to story slug. This procedure clarified whether the slug accurately represented story content. Further sorting also allowed corrections in coding of story topics when examination of the video recording confirmed that reports dealt with the same story. All questions about topics were resolved by referring to the primary source of coding in determining whether a story was duplicated on the same broadcast day by the station's network evening newscast, by another station in its geographic region of the country as demarcated by the U.S. Bureau of the Census, or whether a story duplicated another broadcast on the same day by any other station in the sample regardless of market location. In instances where duplicate stories were identified, variables such as topic were recoded in accordance the majority of the stories sharing a common slug.

Finally, upon completion of coding it was decided that all video reports that originated outside the market would be included in a single category due to the coding teams' difficulty in identifying the specific source of many such reports.

#### Results

##### Consonance of Story Topics

Of the 1,927 stories in the sample, Table 1 shows that 38.6 contributed to consonance. Stories dealing with crime and courts (22.6), accidents and disasters (19.0), and human interest (18.2), accounted for 60 of all duplicated stories.

It appears likely that proportions of stories dealing with other topics were affected by the large number of diplomacy and foreign relations stories that reported on President Bill Clinton's trip to the Mideast for the signing of an historic agreement between Israel and Jordan. Another such topic receiving wide attention during this period was the nuclear agreement between the U.S. and North Korea. Similarly, the large number of stories in the war and defense category is attributed to coverage of the bombing of a bus in Tel Aviv filled with passengers.

Hypothesis 1, that stories yielding the greatest consonance deal with government and politics, crime and courts, accidents and disasters, and human interest, was supported. As noted above, crime, accidents, and human interest accounted for 60 of the duplicated stories. The predominance of coverage of the Kennedy-Romney campaign for the U.S. Senate seat in Massachusetts illustrates the considerable emphasis on personality, thus human interest, in many of the duplicated stories about government and politics. In a similar vein, popular amusements, which included movie reviews and reports on the first snowfall's effect on Colorado skiing conditions, are topics close to, if not legitimately categorized, as human interest. Moreover, it seems reasonable to consider coverage of the war in Bosnia and the horrific Israel bus bombing as sensational topics in the same vein that crime stories, fires, and explosions are frequently typified as constituting sensational coverage.

One-way analysis of variance of length of time devoted to topics by stations located in major, large, medium, and small markets revealed significant differences for only two topics. Small market news programs presented significantly more news about war and defense than large markets  $F(3, 44) = 1.77, p < .05$ . Perhaps more revealing, small and medium market stations broadcast significantly more human interest news than either major or large market stations  $F(3, 134) = 3.36, p = .02$ .

##### Consonance and Market Size

Little support was found for Hypothesis 2, that broadcast news outlets in the largest television markets display the greatest diversity and the lowest level of consonance. As Table 2 shows, medium and small market station newscasts broadcast higher proportions of diverse stories than large and major market stations. Whereas 43 of major and 37 of large market stories were consonant, only 33 of those broadcast by stations in medium markets were duplicated on other stations in that market category. Small market broadcasts were between those of major and large markets, with a

consonance level of 40. Thus, news programs broadcast by stations in the largest markets were less diverse, especially than those in medium markets.

Although significant differences in market size were found in the diversity of story treatment,  $\chi^2(3, N = 1,927) = 13.6, p = .004$ , these were not great. A Cramer's V measuring the strength of association between the variables indicates a very weak positive association at .084. Moreover, a one-way analysis of variance based on the average length of consonant stories revealed no significant differences between market categories, corroborating the observation of the narrow differences reported in Table 2.

(Table Omitted)

Captioned as: Table 1

(Table Omitted)

Captioned as: Table 2

Consonance and Origin of Stories

Hypothesis 3, that there is greater consonance in stories originated by sources outside the local news organizations, was supported, at least in part. As reported in Table 3, there is a significant difference in the proportions of diverse and consonant stories originated from within and outside the market  $\chi^2(2, N = 1,918) = 696.6, p < .0001$ . A Cramer's V of .603 indicates a very strong positive association between the variables. This finding is not surprising, however, due to the nature of the sample, wherein the newscast of only one station per market was drawn for each day. Even so, we also found a significant difference in the consonance of outside video stories compared with "tell" stories, which were presented without video accompaniment, that originated outside the market  $\chi^2(1, N = 997) = 65.9, p < .0001, \phi = .257$ .

As Table 3 shows, only 10 of local stories were consonant, whereas 71 of the video stories received from a satellite news gathering consortium, the station's network, or some other outside source were consonant. In contrast, only 37 of the non-video ("tell") stories that originated outside the market were consonant. Of locally-originated tell stories, 36 reported on spontaneous late-breaking news, compared with 54 of those originating outside the market. In all, only 47 of the tell stories reported spontaneous news, which meant that in a majority of stories, video reports were available if stations chose to present them. Perhaps more telling, whereas nearly 78 of locally-originated tell stories were presented during the first news block, the period following the program introduction and preceding the first commercial break, only 37 of outside tell stories were presented then. Thus, many of the tell stories, particularly those that originated outside the market, were included in newscasts as filler.

A one-way analysis of variance based on the emphasis of time devoted to stories that originated outside the television market revealed that stations in medium markets broadcast significantly more video news originating outside the market than stations in large and major markets  $F(3, 597) = 3.07, p < .05$ .

(Table Omitted)

Captioned as: Table 3

Because there was no direct comparison of consonance in news within markets, support of Hypothesis 3 is not unequivocal. It was to be expected that locally-originated stories would be unlikely to be duplicated on stations serving other markets. Consequently, the question of the emphasis on consonant versus diverse locally-originated news remains unanswered in this study.

The fourth hypothesis, that stories pertaining to outside locations have higher levels of consonance than those covering the television market, was strongly supported. Even though intramarket consonance could not be ascertained, there is nevertheless a clear pattern in the level of consonance of stories that originated outside the market. As shown in Table 4, there is a significant difference in the proportions of diverse stories that originated in the markets compared with those from outside  $\chi^2(5, N = 1,918) = 851.9, p < .0001$ . A Cramer's V of .666 indicates a very strong positive association between the variables. Furthermore, one-way analysis of variance reveals a significant difference between the length of time devoted to stories pertaining to the city of license or to the TV market and stories about national or world locations  $F(5, 742) = 21.67, p < .05$ . An even greater significant difference was found between city of license and TV market stories and those pertaining to state, region, national or world locations  $F(5, 742) = 21.67, p < .0001$ .

Diversity in news stories was thus found to be associated with proximity. Whereas 90 of the stories pertaining to stations' city of license and 93 of those pertaining to the TV market were diverse, only 76 of the state stories were. Of stories pertaining to the U.S. Census region, 47 were diverse, whereas only 27 of national and 15 of the world stories were diverse.

(Table Omitted)

Captioned as: Table 4

#### Discussion

This study fills an important gap in the literature of television news consonance, namely the patterns of diversity followed by television stations in different sized markets across the U.S. Whereas previous studies employed much smaller, geographically restricted samples of markets and stations, the present analysis was of broadcasts by stations in a wide spectrum of market sizes and geographic locations. The principal limitation was that same-day broadcasts for stations within each market were not available. Thus, the intramarket diversity we observed in the low percentage of consonant stories originated by stations reflects the fact that only one station in each market was coded on each day included in the sample. It follows that low consonance of local stories would be expected. Even so, this limitation on our ability to make inferences about local consonance within markets places no appreciable restriction on the utility of our findings on intermarket news content treatment.

The greatest proportions of consonant news dealt with human interest and sensationalistic topics, including crime, accidents and disasters. These categories could logically be extended to include much of the news coverage of war and terrorism, considering the tenor of such coverage observed in the present analysis.

Unlike Atwater (1986) and Davie and Lee (1993), who found that medium sized markets broadcast the least diversified news, we found that medium sized markets (DMAs 51-88) broadcast the highest proportion of diverse stories, followed by large markets (DMAs 21-33). Even so, the differences observed between markets were minimal, as satellite news gathering and other sources of outside video reports were available to stations in all markets.

Such accessibility may explain why our findings conflict with McManus (1990), who concluded that although twice as much air time was devoted to passively discovered stories, stations in a major market were nevertheless more active in news gathering than those in smaller markets. We found only minimal differences between large and small markets in the proportions of diverse and consonant stories they broadcast. Furthermore, only medium sized markets were found to have devoted significantly greater emphasis to video reports originated by outside sources. Thus, it seems unwarranted to conclude that the largest market stations are more active in news gathering, at least in their late-evening newscasts.

According to McManus (1994), larger market stations can not only better afford active news discovery, but are more motivated toward it because of the greater number of people who demand informative news in larger markets. Our findings suggest instead a level of passivity that is virtually the same across markets. This observation may, however, reflect the limitation of this study to late-evening newscasts wherein many reports are repeated or advanced from the early evening stories (McManus, 1994) and because late evening broadcasts use more outside stories from their networks that are narrated by the local anchors (Lichty & Gomery, 1992). Moreover, our sampling procedure did not permit us to consider whether one or more stations within a market may engage in active news discovery, whereas other stations may acquiesce that role, even in the largest markets.

On the other hand, the present study corroborates Davie and Lee's (1993) findings that stories tend toward a higher degree of duplication depending upon their location and technical source. Thus, the less proximate a story is to the market, the more likely television stations located in different markets are to imitate each other. Our findings also support Davie and Lee's (1993) conclusion that video stories which originated outside the market had the highest level of consonance. Also, a comparable proportion of outside "tell" stories reflected a low degree of consonance.

It has been long-documented that local television news program gatekeepers opt for stories with video footage, particularly those with

exciting visualization (Green, 1969; Kaniss, 1991). Thus, except for late-breaking stories, reports unaccompanied by video are considered filler for local newscasts (Goedkoop, 1988). Furthermore, the ease with which stations can download video feeds and edit them to suit their purposes also explains the predominance of visual stories that originated outside the market. With the systems in place today for access to outside video, even the smallest market stations are heavy users (Jacobs, 1990).

We find 20 years later for local news organizations what Fowler and Showalter (1974) noted regarding network news: duplication is illustrative of a common news judgment. At the same time, our findings coincide with Berkowitz (1991), who concluded that although news judgment was an important part of story selection, it was accompanied by access; that is, resource constraints, an item's mesh with electronic newsgathering technology, and sources' efforts to provide easily accessible information also influenced gatekeepers' decisions. This observation and our findings bolster Davie and Lee's (1993) suggestion that network and satellite news systems have contributed to the homogenization of news values, as it appears that consonance is influenced by what is available to television gatekeepers through their outside news source feeds.

During the Fall of 1994, viewers in markets across the country could turn to virtually any television newscast for the latest information on the legal proceedings against football star O.J. Simpson, who was accused of a double homicide. The same was true for reports on the flooding that devastated the Houston, Texas area. Wholly aside from whether they are considered "hard" or "soft" news, many such stories appear to have a common underlying appeal regardless of whether they reported on crime, the ravages of war, or a visit by a member of the British royalty to the U.S. Considering the sensational nature of the Simpson murder case and the drama and scope of the flooding in Houston, it seems apparent that human interest, which subsumes a focus on personalities, is an important contributor to consonance.

The widespread discussion of the influence of such "tabloid" television programs as *A Current Affair* and *Hard Copy* may explain the incidence of human interest stories in local news (Cummings, 1987, March; Klite, 1995; Hume, 1995). Future studies should therefore consider the prevalence of "tabloid" story treatment regardless of the topic. Because television news is surrounded by entertainment programs, it seems likely that the values affecting their success in attracting viewers may exert greater influence on news content than measures thus far employed have ascertained.

Footnote:

Notes

Footnote:

1Markets included New York, Los Angeles, Boston, Washington DC, Dallas, Atlanta, Cleveland, TampaSt. Petersburg, Denver, Orlando, Hartford-Springfield, Indianapolis, Raleigh-Durham, Nashville, Birmingham, Albany, Mobile-Pensacola, Rochester, NY, Tucson, Davenport, IA-Rock Island-Moline, IL, Montgomery, AL, Gainesville, FL, Panama City, FL, Tuscaloosa, AL, and Lafayette, IN.

2Stations in sample markets affiliated with ABC, CBS, or NBC not included in the sample were: the NBC affiliate in Cleveland, the ABC and NBC affiliates in Raleigh-Durham, and the ABC affiliate in Montgomery. Panama City, a two-station market, had no CBS affiliate. Gainesville, Tuscaloosa, and Lafayette had only CBS affiliates

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